HUMAN CAPITAL AND ADMINISTRATIVE LEADERSHIP

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ABSTRACT
According to prior study, there are several different leadership styles that have an impact on corporate management. As a result of effective leadership, human capital is built in an organization. A specific aspect will be discussed through the idea of charismatic leadership and what it offers us from a workflow standpoint.

KEYWORDS: *evolution, leadership, efficiency*

1. INTRODUCTION

Psycho-organizational literature has known over time many categories of leadership, the most commonly used being: predictive leadership (focused on capturing and anticipating future coordinates of the organization), strategic leadership (focused on establishing the strategy to be followed by the organization in its development, dynamic leadership (leading processes over time that ensure success or failure within the organization) (Bodislav et al., 2020), leadership by objectives (aims to guide the objectives of all organizational subsystems in order to achieve the expected results) (Profiroiu et al., 2020a) , leadership by exception (their first activity is to analyze certain problems that deviate from the rules, creating exceptions that greatly influence the existence and goals of the organization) (Bran et al., 2020), leadership through innovation (focused on introducing innovative changes aimed at faster development of the organization or reducing series of inappropriate excesses in achieving the objectives) (Burlacu et al., 2009). Mainly, the classification of forms of leadership is applied according to perspective, orientation and completion of leadership (Profiroiu et al., 2020b), if it is future-oriented, we refer to a predictive leadership, if it is oriented towards establishing a strategy aimed at achieving goals within the organization, then we refer to a strategic leadership (Costache et al., 2015).

2. LEADERSHIP EQUALS EFFCIENT HUMAN CAPITAL

In the late 1970s and early 1980s, three ideal types of organization were characterized in the literature, called type A, J, and Z, each of these three types of organization and leadership having seven dimensions:
1. The duration of employment refers to the average number of years worked in the organization, the employment can be performed in the short, long or lifetime, this dimension having a double meaning: if employees work for many years in the organization, they will be more familiar with it and will be more open to making friends with colleagues; if new employees are expected to have a long career in

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the organization, they will develop personal obligations in relation to integration into the organization and its culture.

2. The type of decision refers to the way of involvement in the decision-making process, from this point of view the type of individual decision is observed, where the leader takes a decision without taking into account the suggestions of others and the type of collective decision, where the decision taken the leader is taken after he has consulted with the others.

3. The degree of responsibility of the group members represents a necessary advantage for the reward according to the merits of the individuals, the responsibility being individual or collective, these two forms being able to be accepted or rejected by the employees.

4. The speed of evaluations and promotion refers to the frequency of assessments made by subordinate managers and the rapid development of their professional careers. In some organizations the promotion process is fast, and in others not, it is associated with various effects: differentiated assimilation of the culture within the organization, high or low rates of staff mobility, etc., and evaluation is often applied in various organizations. , while in others not, these assessments ensuring a good knowledge of subordinates by the leader.

5. The specifics of the control refer to the way in which the control is applied within the organization, if the organization uses standards, norms and rules, measures and techniques to maintain or develop performance, the way in which the control is performed can be explicit (formal) or default (informal).

6. Interest in employees refers to the caregiver's concern for his subordinates, in some organizations there are leaders who consider that information about employees' personal circumstances is not relevant to their duties, while in other organizations such involvement of leaders is an important part of their role.

7. Characterization of the career path. In an organization, a career can be specialized or non-specialized in functions, the specialized path generating professionalization and facilitating mobility from one organization to another, while the non-specialized path is associated with impeding interorganizational mobility.

After analyzing the seven dimensions, Ouchi and Jaeger described type A (American), type J (Japanese) and type Z (Japanese-American mix) of leadership as follows:
Type A:

- Short-term employment;

- Individual decisions;

- Individual responsibility;

- Frequent evaluations, quick promotion; - Explicit, formal control;

- Specialized career;

- Segmented interest for people.

Type J:

- Lifelong employment;

- Consensus decisions;

- Collective responsibility;

- Rare evaluations, slow promotion; - Implicit, informal control;

- Non-specialized career;

- Holistic interest in people.

Type Z:

- Long-term employment;

- Individual decisions;

- Individual responsibility;

- Frequent evaluations, quick promotion;

- Explicit, formal and implicit control, informal; - Moderately specialized career;

- Holistic interest.

It is observed that three of the dimensions of Japanese leadership have been adopted by the American leadership (consensual decisions, rare evaluations and promotions, holistic interest), two of the dimensions (duration of employment, career characteristics) being slightly attenuated, oscillating between type A and J, employment is no longer short-term, but not for life, the fact that it is long-term is closer to the Japanese leadership. It also creates a balance in favor of American leadership, the career is no longer strictly specialized or strictly specialized, but remains moderate. Individual responsibility is retained, and the type of control mixes the American and Japanese variants equally. Type Z leadership highlights two ideas: reconsidering the role of the inner characteristics of leadership, the fact that the different way of exercising control and decision making are responsible for the failure or success of the organization; the motivation and development over time of the national and cultural specifics of different societies shows us the idea that if American organizations were forced due to circumstances to adopt Japanese managerial practices to get back on their feet, it is possible that Japanese organizations adopted American managerial characteristics.

3. PRINCIPLES AS A FOUNDATION FOR THE EFFICIENCY OF HUMAN CAPITAL'S LEADERSHIP

The model of principles-based leadership was first put into circulation by Stephen R. Covey in the early 1980s, his first studies on the subject appearing in the journal Excellence, later mentioned in a paper entitled Principle-centered Leadership. , published in 1990 by Covey & Brown (2001) and published in Romania in 2001 under the name Ethics of the efficient leader or Principles-based leadership. Covey & Brown (2001) offers the following definition of principles: *"Principles are natural laws that are self-evident and confirmed. They do not change. They show our lives the direction of northern truth as we navigate the currents of the environments in which we live."* (Covey & Brown, 2001). Although principles act in the form of values, ideas, norms and teachings, they should not be confused with them, as they are objective, they work according to natural laws, while values have a subjective and internal characteristic. Covey applies a comparison between the two in order to avoid confusion. He likens the values to maps, which are not the territories themselves, but represent subjective attempts to describe them, these maps being accurate and useful as long as they are presented as close to reality as possible. The closer these maps are to reality with the territories as they actually look, the more useful and accurate they will be. But when the territories are changing, then the map will be outdated, and in such situations we need principles, like compasses, that orient and guide in the ideal direction. *"A map based on values can provide a useful description, but the compass, centered on principles, provides vision and direction. A precise map is a good administrative tool, but a compass set on the principles of the true north is a tool for leadership and power. When pointing to the true north, the needle reflects alignment with natural laws. If we focus on managing according to the maps, we will waste a lot of resources wandering aimlessly or missing opportunities"* (Covey & Brown, 2001).
After distinguishing between principles and values and emphasizing the importance of principles, both in personal and organizational life, Covey takes a three-pronged approach: outlining,

establishing the principles of the new type of leadership, suggesting the effects of practicing leadership. based on principles.

4. CONCLUSIONS

Charisma is characterized by a superior type of leadership that has begun to be approached, theorized and explained more and more often, not only about returning to the old charismatic theory of leadership, but about foreshadowing new explanations of empirical research and the extension of leadership. at the level of organizational behavior. Weber's principles of charismatic leadership are still preserved in most theories, but the new principles differ radically from the old ones by at least two characteristics, on the one hand it is the weight given to one or the other of the elements, on the other the degree of their operationalization. Thus, if in the old theories on charismatic leadership the greatest weight was held by the leader, his exceptional qualities and qualities with which he obtained remarkable results and successes, more recently the idea "the attraction felt by subordinates to the leader" was applied. It has the effect of a paradigm shift, the charisma is no longer considered an attribute of the leader, but a social relationship. The new concepts state that leaders do not need to have a number of special characteristics, it is enough to be perceived as possessing such characteristics. Charisma appears to be a simple attribution, having nothing to do with the conduct and behavior of the leader. Such an idea may seem extremist, but it has oriented research from the simple inventory of characteristics necessary for a charismatic leader to the study of leaders' behaviors, to their observation and interpretation as expressing charismatic qualities.

The interpretation of charisma as a result of the attribution process must not result in the excessive subjectivization of charisma. Leadership is a relationship between the leader and subordinates in which each component of the relationship counts and especially the interaction of the components. As long as subordinates 'trust in leaders is passed on from one to another, if the leaders' results are validated, then that leader will become perceived as charismatic. Rather than changing the percentages of some components of charismatic leadership, the latest research considers the complex interaction of factors that ensure the success of charismatic leadership, one of the most important psychologists supporting the interaction of charismatic leadership components is House (1997), whose theory applied to organizational environments mixes personal traits with leader behavior and situational factors.

The charismatic leadership includes four personal qualities of the leader (dominance, self-confidence, the need to influence, beliefs about the integrity of one's own system of ideas and values) and several components of the leader that aim to create positive perceptions. of subordinates (exposing goals to subordinates, communicating high expectations, expressing confidence in subordinates' abilities to achieve their expectations). House believes that stressful and uncertain situations or crisis situations increase the possibility of attributing charisma. Among the effects of charismatic leadership, House mentions: increasing employees' confidence in the correctness of the leader's ideas, accepting his requirements, identifying with him, obedience, personal-emotional involvement in achieving goals, increasing the feeling in employees that they have the necessary skills to achieve goals.

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